

A Meta Analytic Review of the Relationship of Gender Discrimination with Organizational Justice, Different Justice Theories and Job Related Outcomes

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Abstract—The main objective of this review paper was to critically examine gender discrimination; discuss its origin and dimensions and its relationship with organizational justice, justice theories and job related outcomes. The main part of this critical review is related to the concept of gender discrimination and its relationship with various types of justice theories. It starts by providing an overview of the concept of organizational justice, discussing its dimensions and analyzing its relationship with gender discrimination. A thematic approach rather than chronological approach has been used mainly due to the purpose and approach necessary for such type of review. The thematic approach enables an analysis of a specific topic or theme without considering the chronological order of which the research has been conducted. In latter part this review paper discusses different dimensions of gender discrimination. And at the end it evaluates the relationship of gender discrimination with job related outcomes.

Keywords —Gender Organization Justice; Job Related Outcomes	Discrimination; Justice Theories; Job
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I. Introduction

The subject of gender equality or gender discrimination is not only a social or ethical problem but also a legal issue and has become a global concern [1]. This has repeatedly been highlighted by the United Nations in its conferences held from 1975 to 1985. Furthermore, in recognition of the continuous gender inequalities in the world, the United Nations General Assembly passed a Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) on December 18, 1979 in New York [2, 3]. Under this convention, member countries agreed to take all necessary actions to eradicate all types of discrimination against women especially in the field of employment to ensure the same rights, based on equality among the sexes. Equal opportunity laws aim to create a 'level playing field', so that people are employed, paid, trained and promoted only because of their skills, abilities and how they do their job [2, 4, 5].

Literature on discrimination and organizational justice [5-7] contented that providing employees such a working environment which is free from all types of discriminations is one of the most unmanageable challenges for the managers and organizations. In this era of globalization, socially responsible employers are expected to provide a fair and discrimination-free work environment for their employees [5]. In the last twenty or twenty five years increasing attention has been paid to organizational justice and employment discrimination that were found to have substantial impacts on employees' attitudes and behaviors [7-12]. Research on organizational justice and especially on employment discrimination has got widened during this time.

II. The Concept of Organizational Justice: An Overview

The concept of justice or fairness has been a subject of great interest for researchers since earlier times [13] as evident by philosophers and social commentators like Plato and Socrates who wrote about justice long before [14]. Originally, the word justice is used to denote 'oughtness' or 'righteousness'. Under the code of ethics, an act can be considered as fair or just through comparison with a prevailing philosophical system. But, now the question arises, what that philosophical system should be? There is no agreement on a single philosophical system. For example, Aristotle said that people in different roles will follow different justice rules, arguing that "the democrats are for freedom, oligarch for wealth, others for nobleness of birth"[15, p. 425]

However, in organizational context, justice is considered to be socially constructed and subjective in nature. In organizational research an act is considered just or fair if majority of the employees perceive it to be so. Organizational justice is defined as individual or collective understandings of fairness or ethical propriety within an organization [16]. According Barling and Phillips [17] employees who believe that they are treated fairly will be favorably inclined toward the organization and will show pro social behavior.

Early studies of fairness and justice were mainly conducted in general social context [18]. It was in the 1960s and 70s that research started to address justice in organizational settings [18, 19]. However, it is said that research on organizational justice began with Adams' work on equity theory [20] and has progressed gradually over time [18]. Adams' work led to a research era focusing on fairness of pay or outcomes within organizational context [21]. In other words, equity theory focused on the perceived equity/fairness of outcomes, i.e. distributive justice.

Colquitt, Conlon [15] have described three major waves of organizational justice research in the last thirty years. The initial wave focused on equity theory or distributive justice, in which the concerns were related to the fairness of outcomes of resource allocation such as pay and promotions. The concept of distributive justice is associated with how individuals perceive the fairness of the outcomes and how they respond to perceived inequity in the outcome distribution [22]. According to equity theory, employees in organizations are expected to compare the ratios of their own outcomes normally tangible rewards to the ratio of input such as contributions to ratio of their colleagues. This comparison provides basis for adjustment of work behaviors within organization. When compared ratios are unequal and individuals perceive inequity, they may attempt either behaviorally (altering inputs, job performance) or psychologically to restore equity [7, 23].

In the second wave, the focus of organizational research moved from distributive justice to procedural justice: the perceived fairness of the process by which outcomes were determined [24, 25]. This change occurred due to the inability of equity theory and distributive justice [26-28] to completely envisage and explain individuals' reactions to perceived injustice. In the words of Bies [29] the concept of distributive justice has ignored the means through which ends are achieved. This shift expanded the subject of organizational justice and opened new aspects for further research [25].

Interactional justice is described as the third and current wave in the organizational justice typology, with the first wave consisting of distributive justice and the second wave consisting of procedural justice [30]. This wave measures the combine interactive effects of distributive and procedural justice on people's reactions to a decision [25]. According to Ahmad [23] the field of organizational justice was greatly influenced by collective focus on distributive and procedural justice. Since the prescribed procedures and formal decisions are executed in a social interactional environment, the researchers started to study the aspects of justice related to the interpersonal treatment of employees which led to another dimension of "interactional justice"[31]. This dimension dealt with the interpersonal side of organizational practices, specifically the interpersonal treatment and communication and interaction between management and employees. Hence, interactional

justice came to be viewed as comprising of two specific types of interpersonal treatments [18]. The first sub-dimension interpersonal justice shows the extent to which people are dealt with politeness, dignity and respect by authorities while the second sub-dimension of informational justice reflects the explanations and rationales provided to people that disseminate information about why procedures were adopted in a certain way or why outcomes were distributed in a certain manner [15].

Literature on organizational justice reveals that organizational justice and its dimensions have been continuously used as explanatory variables [18, 23, 27, 32-36]. According to Mohammad [37] in organizational justice literature, the word organizational justice has been used as an umbrella term which describes the individuals' perceptions about the fairness of decisions and decision-making processes and the effects of these perceptions on their behaviors within organizations. He further reveals that organizational justice research has demonstrated important effects on individual employee attitudes, such as satisfaction, absenteeism, commitment and turnover intention. It has consistently been shown that perceptions of fairness or justice relate to important work attitudes and behaviors like organizational citizenship behavior, turnover intentions, organizational commitment, employee theft, satisfaction and performance [13, 15, 34, 38-40].

A study conducted by Steiner and Bertolino [41] on "the contributions of organizational justice theory to combating discrimination" provides that there is a clear theoretical link between organizational justice concepts and the battle against discrimination. He explains the importance of justice concepts for understanding decision-makers' actions leading to discrimination and victims' reactions when faced with discrimination. According to him, it is crucial to know the importance of justice during decision making process because the people who are affected by these decisions are concerned with their fairness.

Such view continues to be influential as Stone-Romero [42] have also presented a model which investigates discrimination both from the standpoint of the decision-maker who discriminates and from the standpoint of the victims of discrimination. From the standpoint of decision-maker who discriminates according to the model, individuals first identify the groups to which they belong. They divide individuals into two groups. Members who belong to a group are considered as the in-group and people who do not belong to the group are considered as the out-group. The division of individuals into these groups based on sex or race provides basis to discrimination. Being influenced by stereotypes, the decisions made about an individual are based on group stereotypes, which influence the individual's behavior within an organization. When decision-makers have unfavorable stereotypes about the group to which a particular individual belongs, then they make

unfavorable decisions about that group, which affect their behavior negatively [43, 44]. The researcher concludes that, if decision-makers have favorable stereotypes about the group to which a particular individual belongs, they tend to make favorable decisions about that group.

According to Brewer [45], this provides basis for discrimination from a distributive justice standpoint when the decision makers believe that in-group members are more deserving than out-group members. This is not an isolated view, Stone-Romero and Stone (2005) also assert that favor to the in-group to the detriment of the out-group also violates procedural justice, because, inequitable decisions are likely to provide inequitable procedures. Finally, same is the case regarding interpersonal justice, because of greater affinities among in-group members and the perception that out-group members are less deserving, in-group members are likely to benefit more from better interpersonal treatment than out-group members [42, 46].

According to Stone-Romero [42], from the standpoint of victims of discrimination, it is likely that they perceive this inequitable treatment by decision-makers as very unfair and discriminatory. Thus, this may produce negative perceptions among them toward organization and even affect their behavior and attitude negatively.

Similar evidence can also be found in a study conduct by Bies and Moag [31]. But, they restrict and link the issue of discrimination only to interactional justice. According to Bies and Moag [31] interactional justice focuses on the quality of interpersonal interaction between individuals and management. Interactional justice exists when the individuals perceive and appraise the fair treatment from the management during the implementation of a formal procedure [47]. Likewise, the study of Moorman [38] with respect to the relationship between organizational citizenship behavior and organizational justice perceptions has revealed that only interactional justice was significantly related to the performance of employees within the organization. It is only when employees perceive that they are being fairly treated by management, they are more likely to participate in citizenship behaviors. In contrast, organizational injustice perceptions among the employees may produce negative emotions and attitudes toward group members as well as organization [48].

III. Gender Discrimination

Gender discrimination is an acute and persistent problem in today's organizations, as individuals often complain that they experience personal discrimination based on gender in their workplaces [8, 49-53]. According to Gutek, Cohen [54] women experience more gender discrimination than men, and this discrimination is associated with lower feelings of power and authority on the job, more work conflict, low self-esteem, increased depression and anxiety [55, 56] and feelings of lower wages and

disempowerment [53]. Gender biasness or discrimination is also important as it violates equal employment opportunity laws. Before discussing gender discrimination and its effects, the researcher will discuss and elaborate the concept of gender.

A. Concept of Gender

In every society, there is an established and set pattern for behaviors and both male and female are expected to follow it in their respective capacities. These standards of femininity and masculinity and learned patterns of behavior vary from society to society [5]. According to Jessica [57] these socially and culturally differences are what constitute "gender". Gender is defined as the social differences and relations between men and women, which are learned, changeable over time, and have wide variation between both within and, between cultures [5]. In the words of Marger [58], these differences and relationships are socially constructed and are learned through socialization process. These differences and relationships are context-specific and can be modified. Muqadissa [59] define gender as a socio-cultural definition of male and female and the way they are differentiated from each other.

There is a difference between 'gender' and 'sex' but these two terms are commonly used without any difference. John Money is considered the first person who introduced the terminological distinction between biological sex and gender as a role in 1955 [5]. Gender refers to an analytical category which is socially constructed and differently defined in various cultures. Gender does not refer to the physical attributes in comparing men and women, but to socially formed roles and relations of men and women while the term 'sex' refers to the biological and physiological differences between male and female and describes their physical and biological attributes [60]. Alam [61] also provided almost similar definition of gender. According to him gender refers to the social roles and status difference between women and men in a society which are determined by the social, cultural and economic organizations of a society and the prevailing religious, moral and legal norms.

B. Concept of Gender Discrimination

The concept of discrimination is derived from the field of sociology. Allport (1954) has provided a very broad definition of discrimination as behavior that involves denying "individuals or groups of people equality of treatment which they may wish" [cited by 62]. Gender discrimination is treating a person or a certain group based on class or category irrespective of merit and justice [63, 64]. Lerner [65, p. 355] sites Jones (1972) definition of discrimination as "those actions designed to maintain own-group characteristics and favored position at the expense of the comparison group". To know about the effects of discrimination on individual's experience, it is necessary to understand to what extent discrimination relates to different individual outcomes. When individuals feel that they are mistreated because of

their gender or group membership, they often feel alienated and angry, which can result in negative work-related behaviors [5, 57]. Perceived discrimination is an individual's perception that he or she is treated differently or unfairly because of his or her gender or group membership [66, 67].

Discrimination in workplace is defined as "unfair and negative treatment of workers or job applicants based on personal attributes that are irrelevant to job performance" [68, p. 34]. According to ILO [63], gender discrimination is the act of treating people differently and less favorably because of their sex, irrespective of their merits or the requirements of the job. A similar definition is provided by Gutek *et al.* [54]. According to them, discrimination appears when employment decisions like hiring, performance evaluation, tasks and roles assignment, promotion, or wage allocation are based on an individual's personal characteristics such as age, race, appearance, sex or skin color rather than on performance and merit. On a more detailed and personal level, gender discrimination is believed to happen when decisions regarding human resources are based on an individual's gender, and associated characteristics, irrespective of the individual's qualification or job performance [50, 54]. Similarly, perceived gender discrimination is defined as an individual's perception that he or she is dealt differently or less favorably at workplace due to his or her gender. Both men and women can perceive discrimination on the basis of their own gender [54, 69]. But, normally, women perceive much gender discrimination upon them than their men colleagues at the workplace [54]. Furthermore, when individuals perceive gender discrimination, they believe that members of their sex are systematically deprived at the workplace as compared to members of the other gender [69]. This perception of discrimination on one side create negative feelings among employees, while on the other side it affect equal opportunity laws and ultimately affect the financial performance of organization [70].

From the female's perspective, gender based discrimination in the workplace starts from their entry into labor market which was once considered a male domain. In today's workplace, gender discrimination is just a new form of the old form of gender discrimination which has prevailed much longer than the era of industrial capitalism [53]. Literature shows that women face a number of disadvantages in their workplaces such as lesser wages, lesser promotional chances and limited access to positions of authority, despite their comparable education (skills) and experience [71]. Gender equality, gender equity, sexual equality, or gender egalitarianism is the belief in the equality of the gender or the sexes. In simple words, gender equality means refraining from any act that grants or denies opportunities, privileges, or reward to a person just on the basis of his/her sex [1].

IV. Theoretical Background

To know about the nature and explore the theoretical background of gender discrimination, it is important to review and analyze the key literature on discrimination. A number of theoretical approaches from social psychology and organizational behavior [16, 72, 73] present meaningful perspectives from which to understand the phenomenon of discrimination in the workplace.

A. Social Identity Theory

In order to measure whether they are experiencing gender discrimination, individuals often use social comparisons. This theory was originally formulated by Henri Tajfel and John Turner but was subsequently fully developed by John Turner in collaboration with several others in 1970s in United Kingdom [72]. The main principles of social identity or comparison are based on the research of equity and justice theory [74]. Social identity theory [72, 75] describes that people divide themselves and others into social categories and then identify more with members of their own category (in-group) than with members of other categories (out-group). Social identity theory [76] suggests that attitudes are shaped by an individual's membership in social groups and the evaluation of one's groups in social comparison to specific other groups (e.g., gender, race, class, occupation). This intergroup comparison is a key source of in-group identification [77]. According to this approach, identity has a social component derived from salient group memberships, such as gender, race, class, and nationality [78]. People may identify more with individuals who are similar along a dimension of social identity that they believe has been used as the basis of discrimination against them [79].

According to social identity theory, females believe that they are more vulnerable to discrimination or injustice in workplace than men [80] and that women's own personal experiences or the experiences of their group members affect their perception of discrimination [54].

Social identity theory is considered a useful framework to know about discrimination. According to this theory, individuals are continuously struggling to fulfill the competing demands and expectations based on membership in their identity and organizational groups [81]. This division and intergroup comparison provide basis to different treatment for different groups within organization and this unfair treatment is the focus of this study.

B. Gender Role Theory

Gender role theory which has not been fully explored in management research, also discusses gender inequalities in reactions to justice or discrimination [82]. According to this theory, "women and men tend to differ in a wide range of social behaviors in social contexts in which gender roles are salient"[83, p. 27]. Neft and Levine [84] argue that gender roles are the assigned activities and relative positions in society of men and women. These help to

determine access to opportunities and resources based on local cultural perceptions of masculinity and femininity. While gender roles and relationships impose expectations and certain limitations on both women and men, they can perpetuate forms of subordination.

It is generally assumed that men and women not only in their physical structure but also in their behaviors and attitudes differ [1]. According to Kirtan and Greene [85] men are considered better than women in certain tasks requiring physical characteristics, while women are perceived as having greater verbal fluency and perceptual speed. Gender role theory is based on this assumption that individuals socially identified as males and females tend to occupy different roles within social environment and tend to be judged against different expectations for how they ought to behave. Hence, this theory predicts that males and females will develop different skills and attitudes and that they will behave differently.

Furthermore, this theory presumed that the division of male and female gender roles is inherent and never changes. But this is not so. According to Neft and Levine [84] it is true that sex does not change but gender roles are learned and changed. Culture, tradition, politics and different needs are the main forces which formed these roles and they vary from culture to culture, and often from one social group to another within the same culture (according to characteristics such as class, ethnicity, race, age, caste and marital status).

C. Becker's 'Taste for Discrimination' Model

Becker's taste for discrimination theory 1971 also provides some understanding on discrimination within organization. Becker's concept of 'tastes for discrimination', views that employers, customers and co-workers have different 'tastes' for the service of certain groups of workers (e.g. women), or for the goods produced by these workers [Becker, 1971 cited by 86]. These different tastes become the basis of discriminatory treatment specifically for different wages, despite otherwise identically productive workers. This discrimination is based on the theory that employers and colleagues all have a taste for discrimination, i.e. they all have a preference for choosing men over women. According to Becker theory, personal prejudice and aversion are the main reasons for discrimination at workplace. He presumes that there are equally productive men and women, but that employers discriminate against women by employing men or employing women at lower wages than their male counterparts. Similarly, employees like to work for lower wage when the workforce is segregated and demand high wages for work alongside members of other groups [86].

Many criticisms have been leveled against this model. Thurow [87] for example, criticizes Becker's model on the basis of its scope. He says that Becker's

model is mainly concerned with implications, but not the causes of discrimination. It assumes that the personal prejudice and aversion for employers and employees is the main reason of gender discrimination in the labor market, but it does not make clear why employers and employees behave in this way.

Chiplin and Sloane [88] also criticize the model's reasoning. They say that Becker's model does not make it clear why men should seek to work separately from women or, why men should discriminate against their own or other men's wives. They further criticize this model for ignoring other factors which should to be taken into account, for instance, the status of women and women's discontinuous employment experience because of family responsibilities.

D. Stereotyping Theory

The term gender stereotypes was first used by Walter Lippman in 1922, but, the idea that gender stereotypes cause discrimination was popularized by Fiske in 1998 [86]. Researchers usually consider cultural beliefs about gender as foundational to discrimination especially against women in the workplace [89]. Regularly individuals translate ideas about gender into discriminatory behaviors through sex categorization and gender stereotyping. Regardless of other statuses they may occupy, people tend to categorize each other by sex, which activates gender stereotypes and may elicit gender-based in-group/out-group processes [89, 90]. By assuming that men and women should play different roles in society, sex stereotyping restricts individual choice. Such assumptions that men show traditionally masculine behaviors and women show traditionally feminine behaviors lead to wasted talent and potential [89, 90]. In short, stereotyping results in discrimination against both men and women, and sex stereotyping of women remains evident at work.

The stereotypes of 'proper' male and female roles enforce and strengthen gender segregation in the workplace and the consequences of this phenomenon [86]. Due to the cultural and religious norms that Pakistan's society embraces, it is important to note that one of the reasons for gender discrimination in Pakistan's labour market is the persistence of traditional stereotypes regarding the male and female roles in the family, employment and society [1].

E. Equity Theory

Equity theory or justice theory [91] was originally formulated by Adams in 1963-1965 which focuses on equity and inequity when rewarding or punishing employees. This theory describes that the way individuals are managed at work influence their behavior and attitude to work. According to Ahmad [23] equity theory is based on the notion that workers expect justice, fair play, or equity in treatment from their employers. An employee seek a fair balance between what he or she puts into the job and what he or she gets out of it. Individuals form perceptions of

what constitutes a fair balance or trade of inputs (status, seniority skills, experience, task performance, education and effort) and outputs (include material goods such as pay and related monetary benefits, social goods and social opportunities such as promotion opportunities or other working conditions such as autonomy and job variety) by comparing their own situation with other colleague at the workplace (refer to figure 2.1). If they find the results of this comparison fair, individuals become satisfied; on the contrary, if they perceive disproportionate differences, individuals act in order either to restore equity or to eliminate the source of inequity. Individuals working in situations of inequity experience greater distress (or a feeling of injustice) than those working in equitable situations [92]

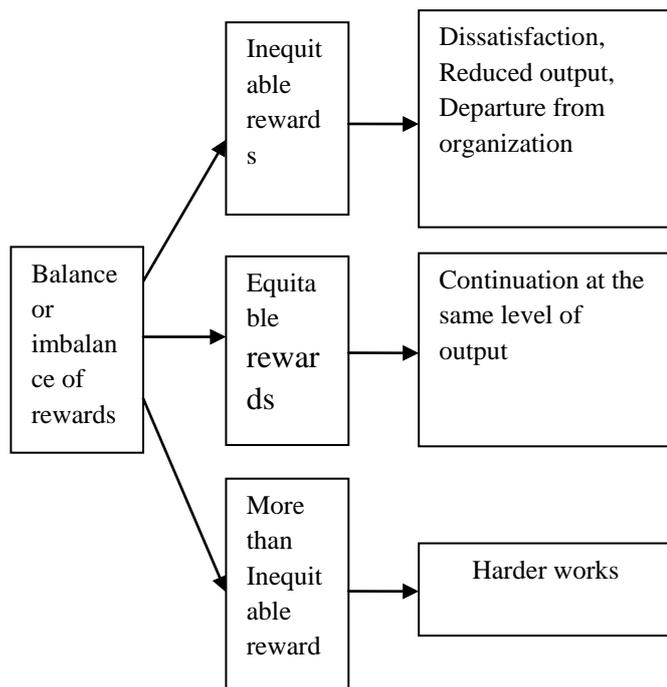


Figure 1. Equity Theory Diagram

A more detailed study of equity theory in gender discrimination perspective suggests that female employees always use their male counterparts for comparison. Female employees feel injustice or discrimination if they consider they are treated differently than their male colleagues [23, 92]. Extant research on equity theory confirms that equity theory is one of the most useful frameworks for understanding, gender discrimination, work motivation, job satisfaction, and pay fairness [23, 24].

F. Critical Review of Theories

From the aforementioned discussion it seems clear that all the theories provide support or basis to this study. For example social identity theory [76] provides that attitudes are influenced by an individual's membership in social groups and the evaluation of one's groups in social comparison to specific other groups (e.g., gender, race, class, occupation). This intergroup comparison is a key source of in-group

identification and provides basis to different treatment for different groups within organization [77].

Similarly, gender role theory is based on the assumption that individuals socially identified as males and females tend to occupy different roles within social environment and tend to be judged against different expectations for how they ought to behave. Hence, this theory predicts that males and females will develop different skills and attitudes and that they will behave differently. This socially identified difference between males and females provide basis to different treatment for males and females within organization (Kirtan and Greene, [85]. This different treatment for males and females was found to have significant effects on employees 'attitudes and behaviors within organization [7, 12].

Becker's taste for discrimination theory also provides some basis for discrimination within organization. Becker's concept of 'tastes for discrimination', says that employers, customers and co-workers have different 'tastes' for the service of certain groups of workers (e.g. women), or for the goods produced by these workers [Becker, 1971 cites by 86]. Moreover, the stereotypes of 'proper' male and female roles enforce and strengthen gender segregation in the workplace and the consequences of this phenomenon ([86]Plaza, 2004). Becker's taste for discrimination theory provides basis for gender discrimination while ignoring the effects of discrimination.

All things considered the researcher believes that Adams' equity theory is comparatively more suitable and appropriate theoretical foundation gender discrimination. This theoretical approach has several strengths. Firstly, the theme of this theory is very clear and parsimonious unlike many theories in the social science. Everyone can easily understand this theory as it is dealing with our feelings toward equity and justice. These are very important issues for individuals and that is why individuals will be inclined to understand this theory more clearly [93]. According to Al-Zawahreh *et al.*[94], emphasized that theories should not be too broad or too narrow. Equity theory has also achieved this limitation.

Secondly, this theory is considered a very valid framework to understand gender discrimination because, it provides two types of comparisons (first inputs and outputs comparison and then comparison with other colleague). Third, equity theory is unbounded by space or time. This means that it is applicable to any relationship which increases its generalizability. Last but not the least reason, according to this theory when an individual perceives injustice, he/she will feel anger and will try to reduce equity. Adams has proposed several means called "means of inequity reduction". Turnover (person leaving the field) is also considered one of these means, in the words of Greenberg [95, p. 2] , "many times inequities can lead to an increase in absenteeism and even resignation of an organization".

V. Dimensions of Gender Discrimination

Gender discrimination at workplaces is one of the most debatable topics all over the world in recent time [1]. Gender discrimination is not only a common and persistent problem in developing countries but literature shows that gender discrimination also happens even in developed countries, though the number of cases may be less as compared to developing countries [96]. The literature review reveals that due to its effects on employees' attitudes and behaviors, the issue of gender discrimination remained a topic of interest for researchers in the last two decades. But, the settings for the majority of these researches are either the United States or developed countries and considerably less research is conducted in developing countries [5, 6].

As mentioned earlier, studies suggest that gender discrimination at workplace exists in many forms like hiring discrimination, differences in salary and wages, discrimination/differences in promotion and inequity related to different goods and facilities [53]. Channar [5] and Margaret and Alison [97] have examined gender discrimination through sticky floor (horizontal discrimination) and glass ceiling (vertical discrimination) effects while Shaffer, Joplin [6] and Murrell, Olson [98] have divided gender discrimination into two different aspects, "sexual harassment (gender harassment, unwanted sexual attention, and sexual coercion) and gender evaluation (the use of gender as a criterion for job-related decisions)". Literature review shows that the main focus of majority of these researches are on sexual harassment, while other dimensions of gender discrimination have been given less attention [99].

According to Cleveland *et al.* [100], and Felicia and Octavian [101, p. 155], gender discrimination at workplace can be described as either "disparate treatment (when individuals are intentionally treated differently based on their gender) or disparate impact (when the members of a certain group are negatively affected by the decision making procedures or the existing work practices)". They further categorize gender discrimination into formal/overt (which is legally punishable) and informal/convert discrimination (a form of discriminatory behavior but not legally punishable) depending on the degree of visibility. Bell *et al.* [102], have described formal discrimination as a direct discrimination i.e. situations where job related decisions are made on the basis of gender while informal discrimination as indirect discrimination.

A. Vertical Gender Discrimination

Vertical gender discrimination is a concept which represents the relative disadvantages regarding women's career opportunities, alluding to the growing difficulties for women when moving up the career ladder [103]. Hiau [104] called this situation as 'Glass Ceiling'. He further explains that 'Ceiling' is a limitation blocking upward advancement and "Glass" (Transparency) because the limitation is not immediately apparent and is normally an unwritten

and unofficial policy (refer to figure 2.2). The glass ceiling restricts females to reach to the positions of power and status within organization [101].

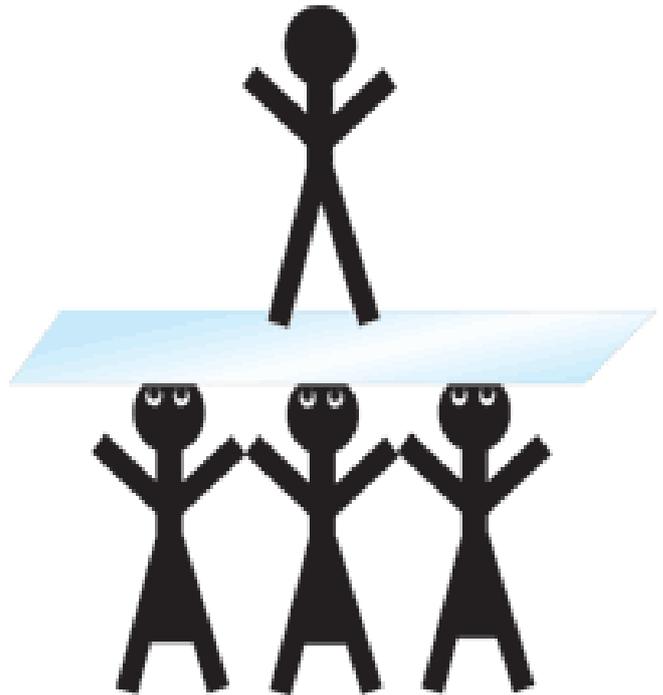


Figure 2. The Concept of Glass Ceiling

Historically, glass ceiling or vertical gender discrimination is considered as the first identified form of gender discrimination in management. The concept of glass ceiling can be defined as (a) the unseen, but impassable hindrance blocking women to reach to top executive positions irrespective of their achievements or merits [101]; (b) an analogy showing the delicate and transparent obstacle that impedes women from climbing the organizational ladder [105]; (c) the underrepresentation of women in the higher echelons of the organizational hierarchy [106]; (d) the unseen blockage that prevents women's promotion to higher management positions [107]; and (e) the situation where vertical mobility of men in male dominated domains is higher than women's vertical mobility in the same domains [108].

Channar [5] has further supported this line of argument and defined vertical gender discrimination as when women tend to work at lower hierarchical levels and the upper levels are mainly occupied by men. The higher the hierarchy is the lower the share of women in it. However, according to Baxter and Wright [109] majority of the studies use vertical gender discrimination for a situation in which women find themselves at an increasing disadvantage with regard to men as they rise in the organizational hierarchy.

The researcher opines that the concept of glass ceiling/vertical gender discrimination implies that promotions into top management are particularly prone to gender bias. From an employer's perspective, top management positions involve the highest levels of authority, responsibility, and risk for

the firm while from an employee's perspective, promotions are linked to authority [110, 111], training opportunities and increased job satisfaction [111, 112]. But the most important factor of promotion into top management positions for employees are linked to wage increases and are therefore a determinant of wage outcomes [111-114].

Researchers have paid great importance to final aspect of (wage gap) vertical gender discrimination. A number of studies suggest that inequality in pay or a gender wage gap is considered as one of most significant factor for potential gender discrimination [53, 115-119]. These studies further suggest that gender wage gap mostly arises due to less promotion opportunities for female than their equally qualified male counterparts.

Literature review shows that women experience more discrimination in organizations than men. From early research on gender discrimination [120] to more recent work on gender discrimination and more specifically on pay and promotion [5, 53, 121-123], show that women are disadvantaged relative to men.

B. Horizontal Gender Discrimination

According to Abbas, Hameed [53] gender discrimination exist in various dimensions which include hiring discrimination, differences in salary and wages, discrimination/differences in promotion while horizontal gender discrimination refers to inequity or discrimination related to different goods and facilities provided to different gender. Kelan [124] relates horizontal gender discrimination as the moment when inequality exists between male and female employees in provision of goods and facilities. According to Channar [5] horizontal gender discrimination occurs when there is a different treatment for male and female employees within organization regarding job tasks, assignments, training opportunities, working conditions, and security of employment.

Horizontal gender discrimination is described as formal or institutionalized processes that prevent a specific gender to certain outcomes such as job mobility, training and development opportunities, more job responsibilities and other procedures related to hiring and firing of employees [121]. According to Abbas, Hameed [53] when compared to men, women still experience discrimination specifically in salary progression, promotions, working conditions, training and development opportunities, authority and autonomy. Horizontal gender discrimination arises when women are positioned into dead jobs which are less authoritative and have fewer opportunities for training and development [125].

According to Channar [5], vertical discrimination creates 'a glass ceiling effect. Women can see opportunities at the top of their organizations, but the path is often blocked by gender biasness and horizontal discrimination occurs where men and women in an organization work in different types of

jobs where inequity exist related to goods and facilities provided to different genders.

VI. Gender Discrimination and Job-related Outcomes

Early studies on discrimination within organizational context have mainly focused either on the extent of discrimination or on its consequences for structural outcomes like differentials in employment opportunities, wages and promotions [5, 53, 119, 126-128]. The reactions of individuals to discrimination (behavioral outcomes) have received relatively less attention [121]. The consequences of gender discrimination can be extended beyond individual's lack of access to formal and informal resources. Many individuals who think they have experienced discrimination, or have seen colleagues affected by it, show less engagement in their work [53, 82].

According to Foley, Hang-yue [92] when individual perceives that his/her gender is used as the basis of discrimination within organization, he/she will show a low level of organizational commitment and will be likely to intend to leave his/her organization. Similar evidence can be found to support the view that women who suffer discrimination and harassment may also suffer career and job loss and a number of physical and psychological effects [129-131]. Increased turnover of valuable employees, litigation expenses, damage awards if found liable and negative image that may result a number of irreparable losses, are some of the outcomes for organizations in which gender discrimination occurs [1, 71].

Such view continues to be influential as Iyigun and Idil [12] describe that fairness and equity at workplace have a significant effect on behaviors of the employees. As such the researcher believes that employees will be satisfied with their jobs and committed to their organizations if they are treated fairly by their organizations without any discrimination and if they experience or perceive discrimination regarding wages and future opportunities for promotion, they will more like to think of leaving their organizations.

More detailed review of the literature shows that majority of the studies have taken gender discrimination as an unified construct and have examined its relationship with outcomes while the relationship of gender discrimination's dimensions with outcomes are not fully explored. Some researchers have studied multi-dimensions of gender discrimination, however, they paid more attention to sexual harassment dimension [129, 132-136] while little attention has been paid to other dimensions of gender discrimination. Therefore, there is a need for further research to fill this gap. The researchers should not only examine the relationship of gender discrimination and its different dimensions with job related outcomes but should also examine different constructs as moderators on the above relationships.

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